



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
HEADQUARTERS, 99TH REGIONAL SUPPORT COMMAND
99 Soldiers Lane
CORAOPOLIS, PENNSYLVANIA 15108-2550

AFRC-CPA-CG (350)

14 JUL 2002

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: 99th RSC Long-Range Command Training Guidance TY 04/05

1. References.

- a. FM 25-100, Nov 88, Training the Force
- b. FM 25-101, Sept 90, Battle Focused Training
- c. FORSCOM/ARNG/USAR Regulation 350-2, Reserve Component Training, 27 Oct 99
- d. Memorandum, USARC, 11 Dec 2001, Command Training Guidance for TY2003-2004
- e. Training Policy, 99th Regional Support Command, Jan 2000
- f. AR 525-13, 4 Jan 2002, Antiterrorism

2. Purpose. This document outlines my long-range training guidance with respect to current doctrine, future missions, and my vision as your Commander. Major Subordinate Commands (MSCs) and Direct Reporting Units (DRUs) will use this as the foundation to develop training plans and Command Training Guidance to subordinate units for TY 04 and TY 05. Short-range missions and guidance could also be affected as world events dictate.

3. 99th RSC Vision. My vision for the 99th RSC is that units are prepared to accomplish assigned missions, our leaders technically competent, tactically proficient, and soldiers are trained to standard. Our units are critical to the national defense strategy, and our training is key to meeting that objective. We must continue meeting current training requirements, and be prepared to accept and train for the new, evolving mission of Homeland Defense.

4. TY-04/05 Commands Training Priorities. In support of my vision these objectives must be met:

a. 85% DMOSQ: Units must reach 85% Duty Military Occupational Skill Qualification (DMOSQ) by the beginning of TY05 (1 Oct 2004). This is measured against assigned strength. MOS training will take priority over scheduling soldiers for unit collective training. Ensure your soldiers are on track to meet the DMOSQ requirements by scheduling them now. In order for Non-DMOSQ soldiers to attend annual training, they must meet the following criteria:

(1) assigned for less than 12 months and enrolled in the first available MOS producing course through the Army Training Requirements Resource System (ATRRS).

(2) assigned for 12 months or more and have a written waiver from the first General Officer in the chain of command.

b. Professional Development – Commanders must insure that soldiers are meeting their professional development objectives with the Non-Commissioned Officer Education System (NCOES) and the Officer Education System (OES):

(1) NCOES - All soldiers eligible for the Primary Leadership Development Course (PLDC), Basic Noncommissioned Officer Course (BNCOC), Advanced Noncommissioned Officer Course (ANCOC), and First Sergeant Course (FSC) must be enrolled. Conditionally promoted soldiers must be enrolled in Phase I of the appropriate level NCOES course within one year of their conditional promotion. They must successfully complete Phase II of the appropriate level NCOES course within two years of their conditional promotion. This is IAW AR 140-158, Chapter 8, paragraphs 8-17 through 8-22, dated 17 December 1997. Conditionally promoted soldiers risk being reduced in rank if their education requirements are not met

(2) OES - Commanders should monitor their officers to ensure awareness of educational requirements and their enrollment in the proper courses for career progression IAW DA PAM 600-3.

c. Readiness: We exist to provide Combat Support and Combat Service Support (CS/CSS) to the U.S. Army and other war-fighting organizations in support of domestic and foreign operations. Solid training cannot be achieved without the proper serviceable equipment on hand, and personnel trained and available to use it. All units will achieve the Command Success Indicators as published by the readiness branch of this headquarters. A copy has been attached to this document.

d. Retention and Recruiting:

(1) Training - Retention will succeed if our soldiers are properly trained and prepared. Soldiers are our most valuable resource and we must maximize efficient use of their training time. Training must be effective, realistic, doctrinally correct, and we must eliminate detractors that consume the time we have. Effective training and time management is a force multiplier in both retention and recruiting.

(2) Soldier Readiness - We must be involved in the career development of our soldiers, and monitor their progress in professional development and training. Soldiers must be properly sponsored, but we must go beyond completing the form. Specific actions are outlined in USARC Pamphlet 140-1, paragraph 2-7, but true sponsorship is the whole of bringing the soldiers into our units, following up on required actions, mentoring, and insuring they are trained. Taking charge of soldier readiness, their development and sponsorship, is the key to soldier retention.

(3) Recruiting – Solid training management and soldier readiness lead to success in recruiting. We must aggressively seek out skilled soldiers, bring them to our units, and retain them. Solid training enhances retention efforts, and leads to recruiting success. Build on this success through meetings with local recruiting commands and insure they understand your needs.

5. Pre-Mobilization Training.

a. Inactive Duty For Training (IDT) will focus on individual DMOSQ training requirements, qualification, reclassification, additional skills, and sustainment as appropriate. A close second priority for IDT periods is common task training, and DMOS-specific training in support of collective tasks in the appropriate Army Training and Evaluation Program (ARTEP) and Mission Training Plans (MTP). Squad, platoon, crew, and team-level collective training should be planned and conducted during IDT. Additionally, units are required to conduct 2 Situational Training Exercises (STX) or Field Training Exercises (FTX) per year focused on collective training. At least one of these must be an FTX.

b. Annual Training (AT) is the key yearly collective training event. AT will focus on one or two METL Tasks and supporting collective tasks necessary to support wartime readiness requirements. AT training events must be doctrinally correct and should mirror wartime missions and chains of command whenever possible. METL tasks that require highly technical and thus perishable skills should receive special emphasis. I expect annual training to include a minimum 10 day field training exercise conducting 24-hour operations, consistent with FORSCOM/ARNG/USAR Reg. 350-2, paragraph 6-2-e. A field environment is the equivalent of where and how that unit would deploy on the battlefield, consistent with the appropriate Mission Training Plan. For some units it is garrison; for others it's clearly a training area. But the 'field environment' should be doctrinally correct, integrating logistical and maintenance activities, and defined within a tactical scenario.

c. Simulation Training: All priority units (battalion and higher) will participate in Battle Command and Staff Training (BCST) exercises biennially. Others will receive BCST training at least triennially.

6. Post-Mobilization Training. The Post-Mobilization Training Plan (PMTP) must transition the unit from its peacetime readiness level to its required wartime readiness level within several weeks, perhaps sooner as the Homeland Defense mission develops. To accomplish this mission, each unit must ensure they have developed an effective and realistic PMTP. Given the limited training time available, USARC has given Commanders the option of conducting lower priority training and briefing requirements in post-mobilization. They include:

a. Briefings:

- Anti-Fratricide Measures
- Dealing with the Media
- SAEDA
- MEDEVAC Procedures
- Alcohol and Drug abuse
- Suicide Prevention
- Physical Security
- Soldier Readiness Process
- Health Benefits Awareness
- Electronics Security

- Benefits of Honorable Discharge

These briefings should be conducted by the Staff Judge Advocate

- Standards of Conduct
- Law of Land Warfare
- Code of Conduct
- Military Justice

b. Training:

- Mine Awareness Training
- Rules of Engagement Training
- Establish and Operate a Checkpoint Training
- Crew-Served Weapons Qualification

These changes enhance our ability to provide effective training to our soldiers. Commanders should tailor this list to meet their own unit priorities and mission requirements. Selected Post-mob training can still be conducted in Pre-mob as METL based training dictates.

7. Force Protection Minimal Training Requirements. Army Regulation 525-13, Antiterrorism, dated 4 January 2002 is the governing regulation for this program. Although recent, it is currently under revision, yet the following specific requirements should be considered when looking at training.

a. Level I – Antiterrorism Awareness Training: Level I provides annual Antiterrorism awareness training to soldiers and DA civilians, and family members on government orders. Within 12 months of travel, Level I training must be conducted through an approved web-based Antiterrorism Awareness Course, or by a certified Antiterrorism (Level II) instructor as prescribed in Army Regulation 523-13, Appendix F.

b. Level II – Training for Antiterrorism Officers: Level II targets Antiterrorism Officers in the rank of Staff Sergeant through Major and Warrant Officer, Battalion level and above. This course trains and certifies Antiterrorism Officers to function as the commander's Antiterrorism advisor, and to conduct Level I Antiterrorism Awareness Training at the unit level.

c. Level III – Antiterrorism pre-command training: Level III targets Lieutenant Colonels and Colonels enrolled in a battalion or brigade Pre-Command Course. This training provides knowledge, skills, and abilities necessary to implement and execute the Army Antiterrorism Program.

8. Weapons of Mass Destruction Training (WMD). WMD training is required to support domestic response. Units will be required to support WMD exercises and special events currently, and throughout TY 2004/TY005. Some of this information is contained in the USARC Command Training Guidance, Appendix J for TY 2003-2004 dated 11 Dec 2001. Further information will be forthcoming through separate correspondence.

9. Officer and NCO Professional Development (ODP and NCODP). DA Pam 350-58 addresses ODP and Army Regulation 350-17 governs NCODP. Commanders will use these publications as foundations for conducting ODP and NCODP. The ODP and NCODP programs will ideally provide equitable coverage of METL related topics and general knowledge updates including professional subjects.

10. Training Detractors. Higher Headquarters will refrain from tasking subordinate units for information that's available from automated sources (e.g., ATRRS, SIDPERS, CLAS, etc.) or other resources. These interruptions have a detrimental impact on training. Likewise, leaders in subordinate units must vigorously strive to eliminate detractors at their level, and communicate things beyond their control to their higher headquarters. Since there are a limited number of IDT and AT periods, any headquarters tasking has a major impact on training.

11. Training Management. Annexes B and C of the 99th RSC Training Policy dated January 2000 outline the concepts of proper training management. The policy is currently being revised and updated, but is still in effect. Commanders must ensure subordinate units understand and follow requirements of the policy.

12. Training Evaluations. Training evaluations are valuable tools for assessing the training status of units and determining how well training goals and objectives are being met. The RSC conducts training evaluations on MSC's. MSC's evaluate battalions. Battalions evaluate companies. FSP units receive priority. Annex H of the 99th RSC Training Policy dated January 2000 provides the necessary guidance to properly conduct training evaluations.

13. Risk Management. Leaders will have formal training on risk management and will take actions to mitigate risk to soldiers. Risk Assessments will be conducted for all training and will be reviewed when the conditions of risk change. Safety and safety awareness remain a high priority throughout this command, and our understanding of risk is key to safe training.

14. Family Support. Families are the most integral aspect of retention and the most challenging to address. Effective family involvement and planning promote understanding of our soldier's role in the Army Reserve, and strong home support is critical to soldier retention.

15. Employer Support. Employer support of our service members is essential to soldier participation and retention. We must be cognizant of issues facing our soldiers and work with their employers to solve problems. Units requiring additional information or assistance are encouraged to contact the retention office of the RSC as well as the web-site for the National Committee for Employer Support of the Guard and Reserve at www.esgr.org.

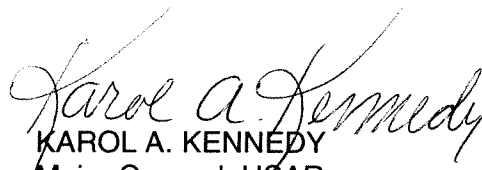
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16. Summary. Every unit must train to perform its wartime mission, and on-order, be prepared for the mission of Homeland Defense. World events have changed our missions, but not our training focus. We must provide the best training opportunities to our units and soldiers. Training must be realistic, scenario-based, and doctrinally correct to survive on future battlefields, regardless of the theatre to which we are called.

Encl

1. Command Success Indicators


KAROL A. KENNEDY
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DISTRIBUTION:

A, B, H

COMMANDER'S SUCCESS INDICATORS

Readiness Standard	Tier 1A	Tier 1B-2A	Tier 2B-5A
Overall	C-2	C-3	
Personnel	P-1	P-2	P-3
Assigned	90%+	80-89%	70-79%
Avail MOS Qual	85% +	75-84%	65-74%
Training	T-2 15-28 Days	T-3 29-42 Days	
Equipment On Hand	S-2	S-3	
Equipment	85-89 %	80-84 %	
EQUIP Serviceability	R-2	R-3	
Equipment	70-89 %	60-69 %	
Retention	65 % Skill Level 1, 70 % Skill Level 2-5		
IDT Participation	75% Authorized Strength		